Department of Defense
Defense Information Systems Agency

DISA ITSM Office

Customer Conference Brief
August 2011

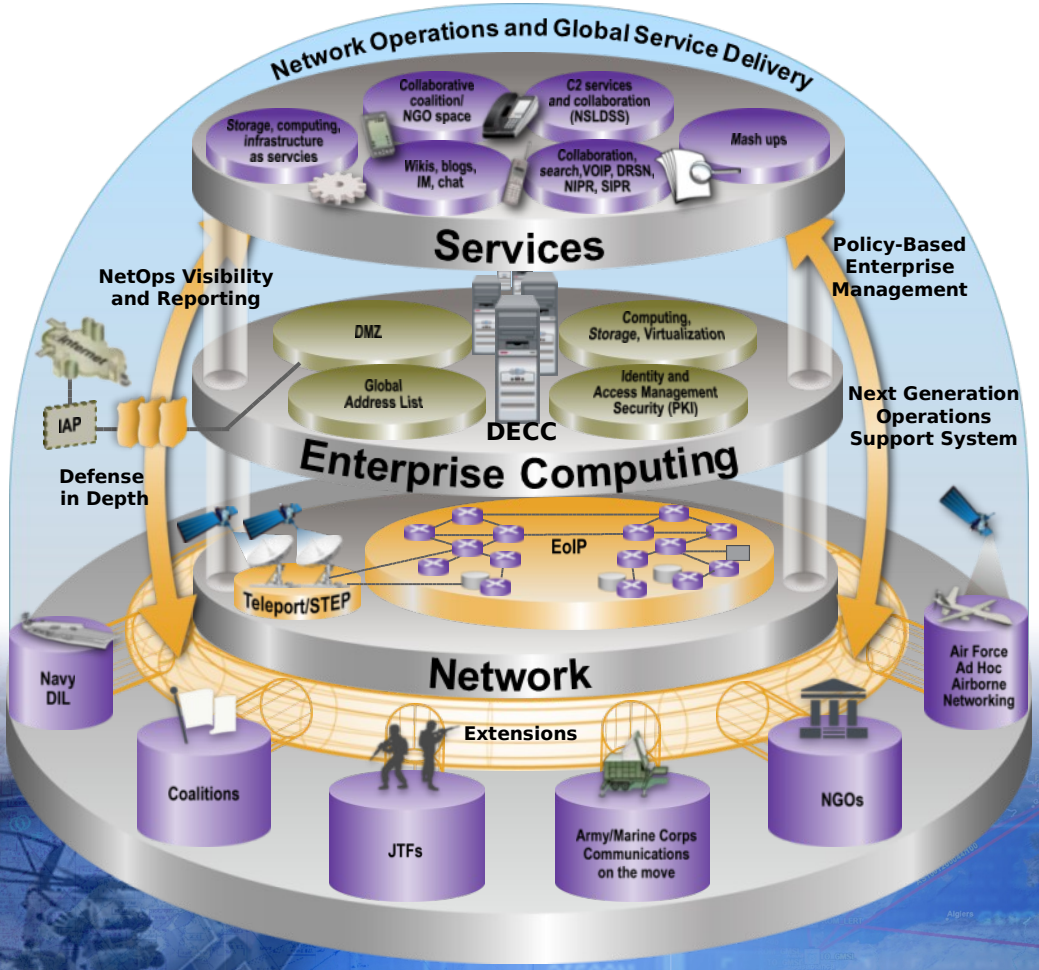
Guiding Principles

The Enterprise - Guiding Principles

Global Mission

Full Spectrum of Operations

DoD & Mission Partners



Begin at The Edge

Contested Battlespace

End to End Service

Always On

The Enterprise Infrastructure

"Seams among strategic decision making, the sustaining base, and the edge where the user operates are disappearing. The objective, then, is a true Defense enterprise."

-2010 DISA Campaign Plan

What Does it Mean to Me?

- **Alignment of our collective efforts and resources toward**
  - Lines of operation
  - Joint enablers
- **With measurable**
  - Priorities
  - Actions
  - Tasks
- **Within our existing management processes it will:**
  - Guide what we do over the next several years
  - Define what we will change and how we will do business
  - Allocate and prioritize our resources

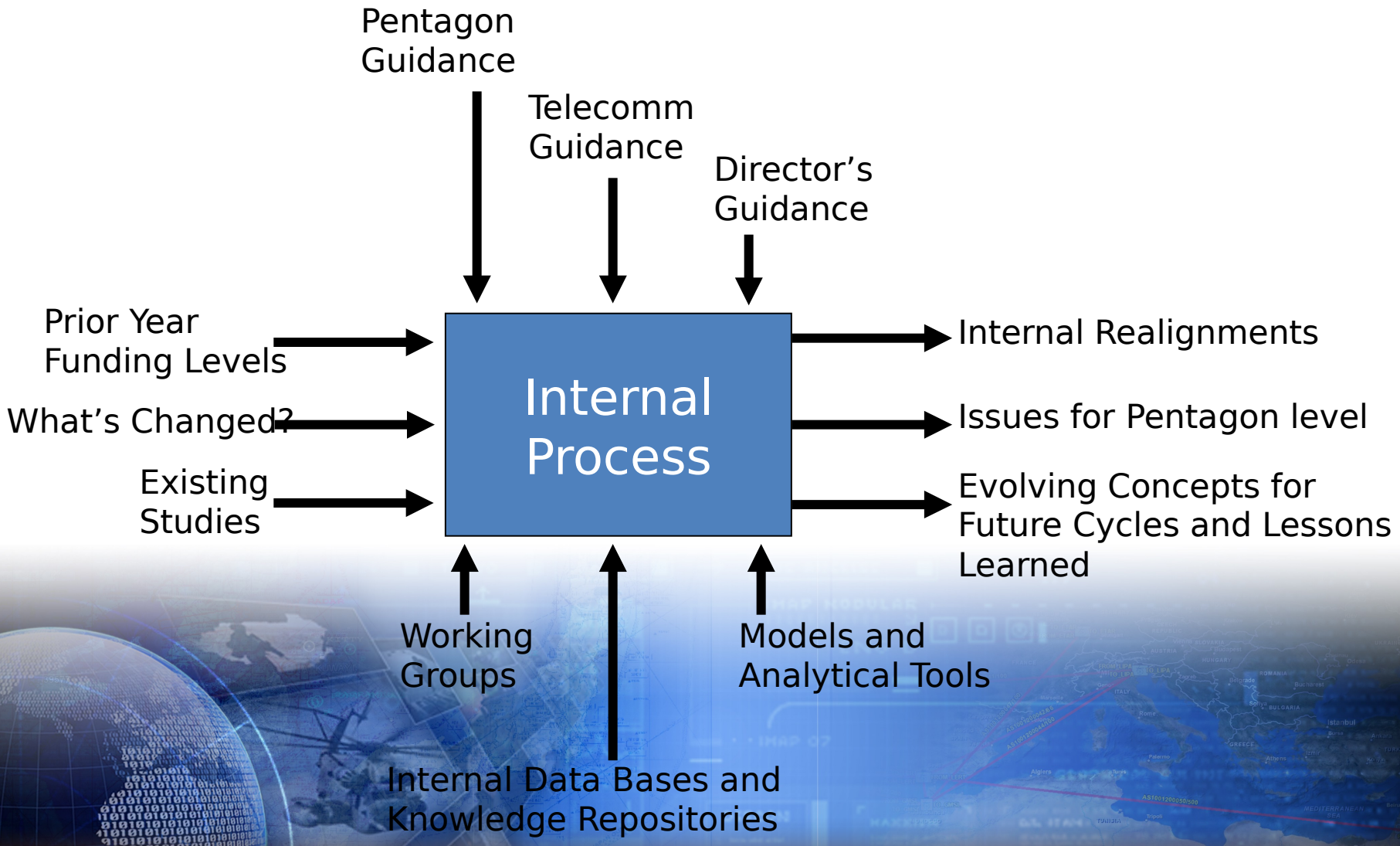
Execution is everyone's responsibility

Allocating Resources Planning and Programming

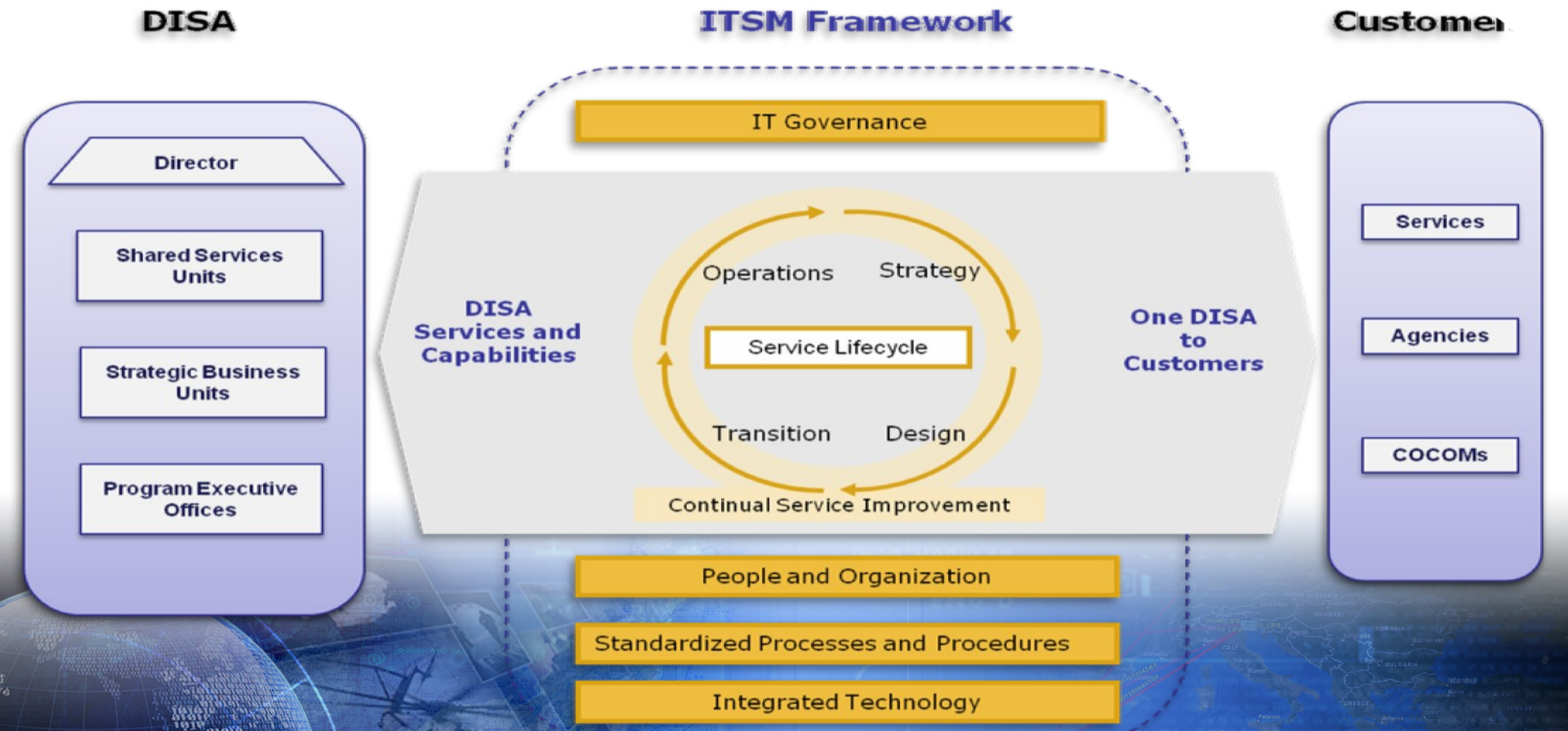
- **Matching resources against requirements**
- **“Dealing with change in an orderly manner.”**
  - **Resources**
  - **Schedules**
  - **Capabilities**
  - **Interdependencies**
- **Answer the questions:**
  - **Deliver what?**
  - **By when?**
  - **What breaks?**
- **Follow strategic guidance**

Many Requirements Limited Resources

Programming Model Overview

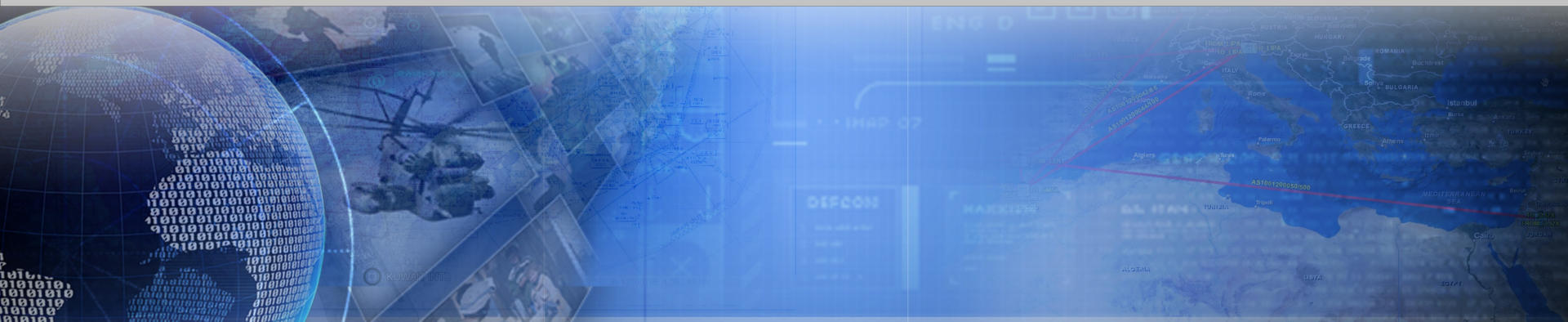


ITSM Strategy



Process or Bureaucracy

The Defense Business Board estimates that $37 Billion of waste is in badly managed IT



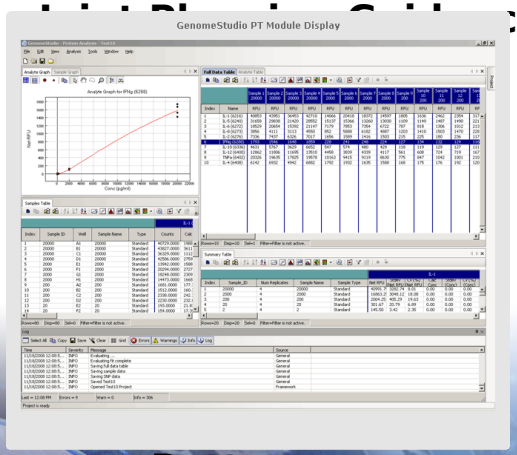
Process is Time-sensitive

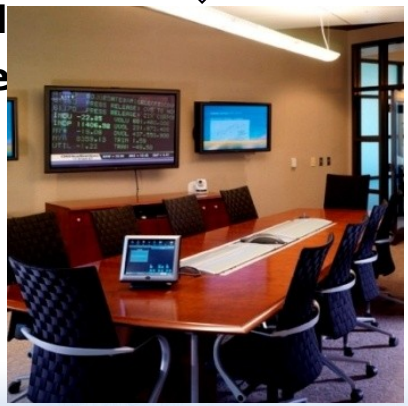
These things must be done!

Top down:

Quadrennial Defense Review

Strategic Planning Guid





Fund Internally

Pentagon Issues

Defer

Bottom up:

High priority Unfunded Requirements

I don't have enough money to do "x"!

ITSMO Vision and Strategy

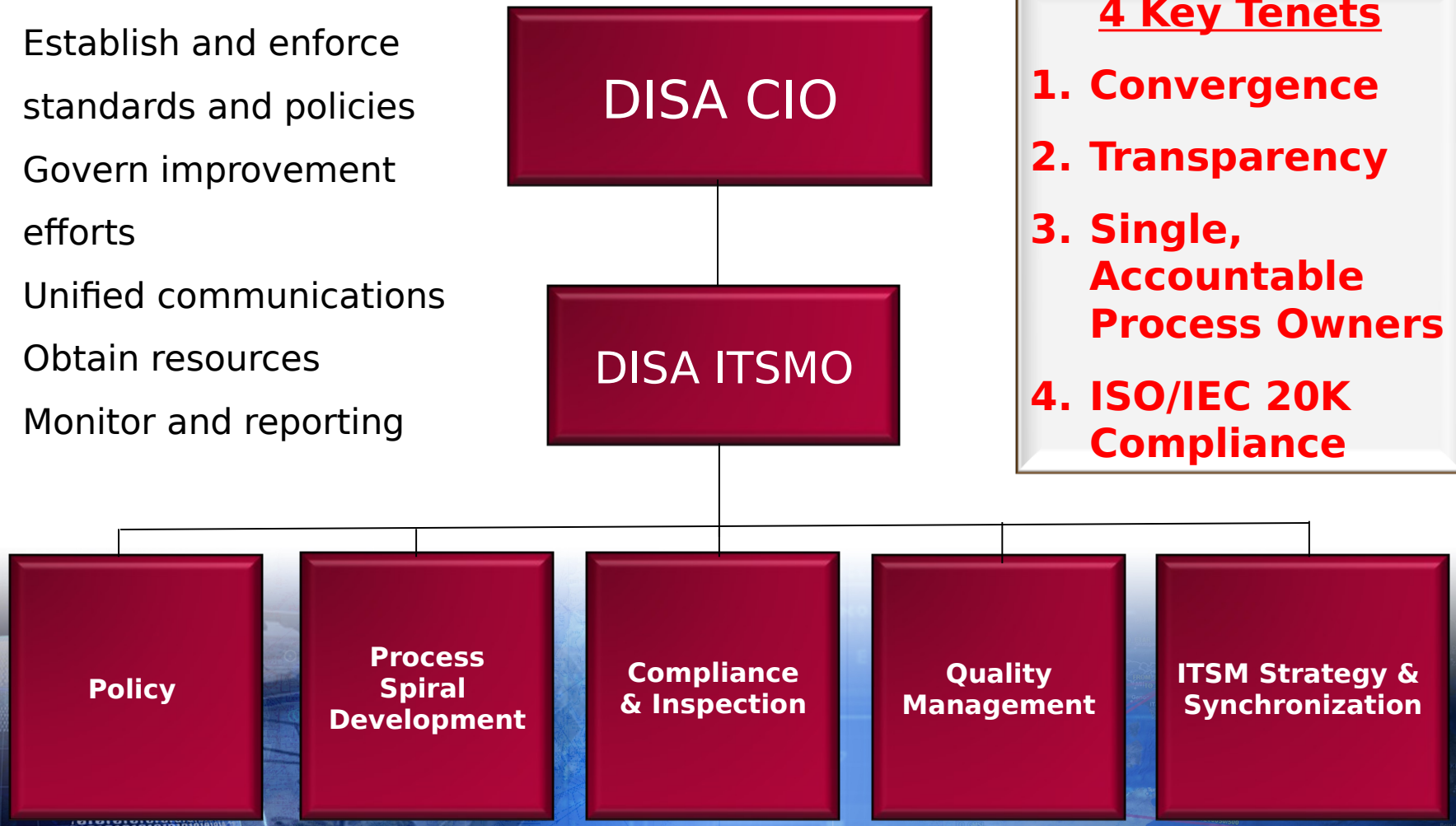
March 2010

DISA Vice Director Orders

ITSMO to be formed

DISA's ITSM Office

- Establish and enforce standards and policies
- Govern improvement efforts
- Unified communications
- Obtain resources
- Monitor and reporting



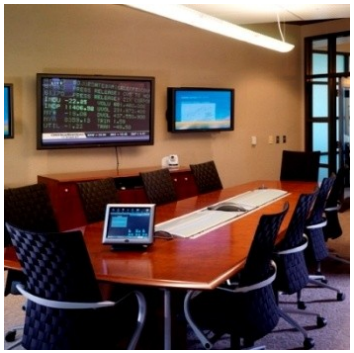
4 Key Tenets

1. **Convergence**
2. **Transparency**
3. **Single, Accountable Process Owners**
4. **ISO/IEC 20K Compliance**

DISA's Approach to ITSM

- Overarching framework is ITIL v.3
  - Defines language and overarching approach
- Takes the best of;
  - COBIT (Control Objectives for Information and related Technology)
  - eTOM (Enhances Telecommunications Operations Map)
  - BEA (Business Enterprise Architecture)
- Will use ISO 20000
  - For certification and ratification of our processes
- Uses Lean Six Sigma
  - For gap Analysis
  - Continual Service Improvement
  - Quality Assessment
- Scorecarding
  - Alignment of activities to Strategy, Mission and Objectives
- Alignment with DoD ITIL and MILDEP efforts

Share Information at All Levels



Should it become part of the standard offerings

DoD Portfolio Managment

Governance

Decision

Not currently a standard service

Non-standard change approvals

Change Management

DISA standard suite of services

Request Fulfillment

Service Delivery

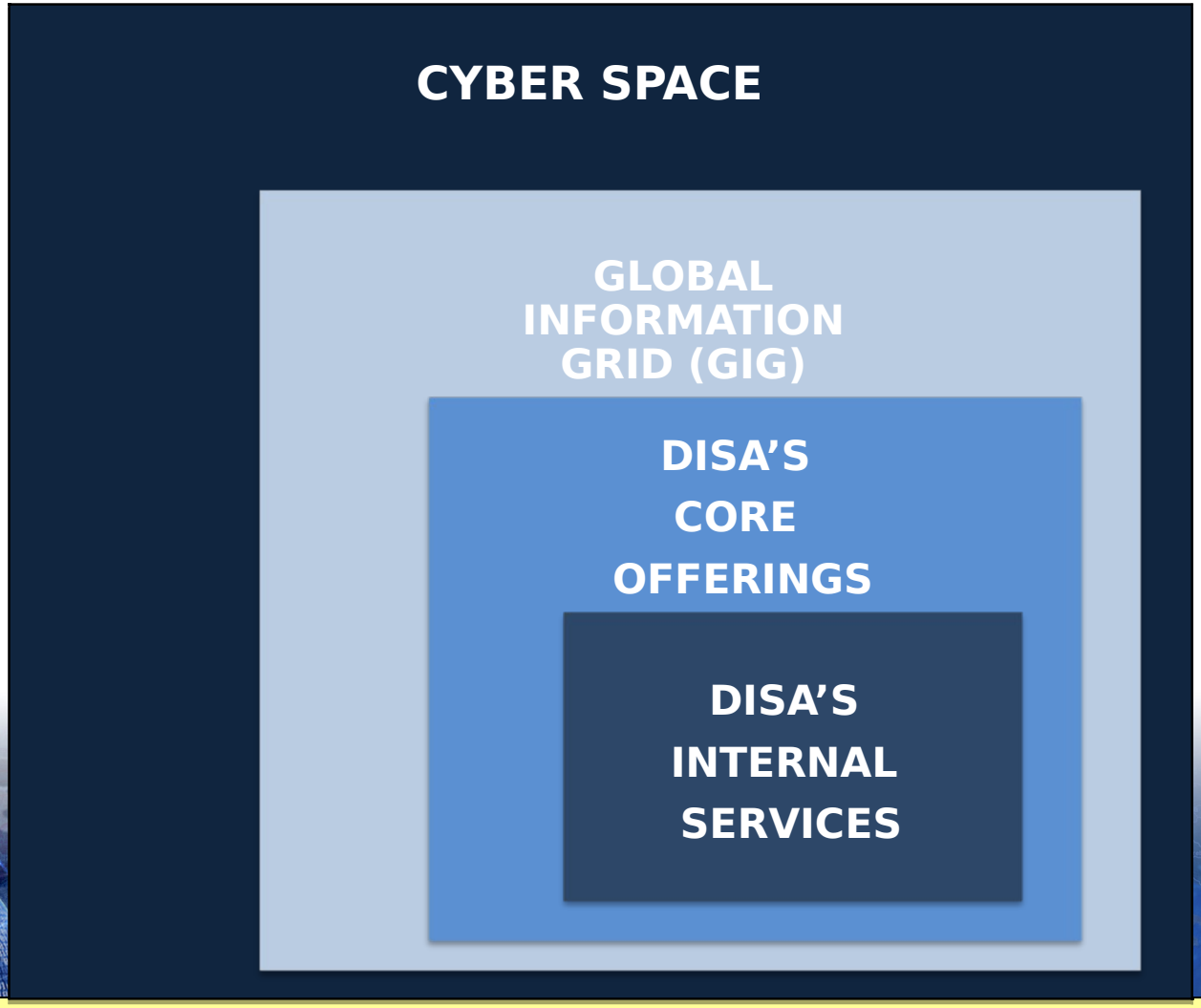
Warfighter Requirements

Request Fulfillment

Measures of Success

- **Is the bulk of Warfighter capabilities needed standard items?**
- **Are unique requirements processed quickly**
- **Are portfolio and catalog decisions transparent?**
- **Were cost models standardized & understo**

Scope of Services



"The categories of warfare are blurring and no longer fit into neat, tidy boxes." - Robert M. Gates, Secretary of Defense

Spiral Development Timeline

Initiation

1 month

Process Design

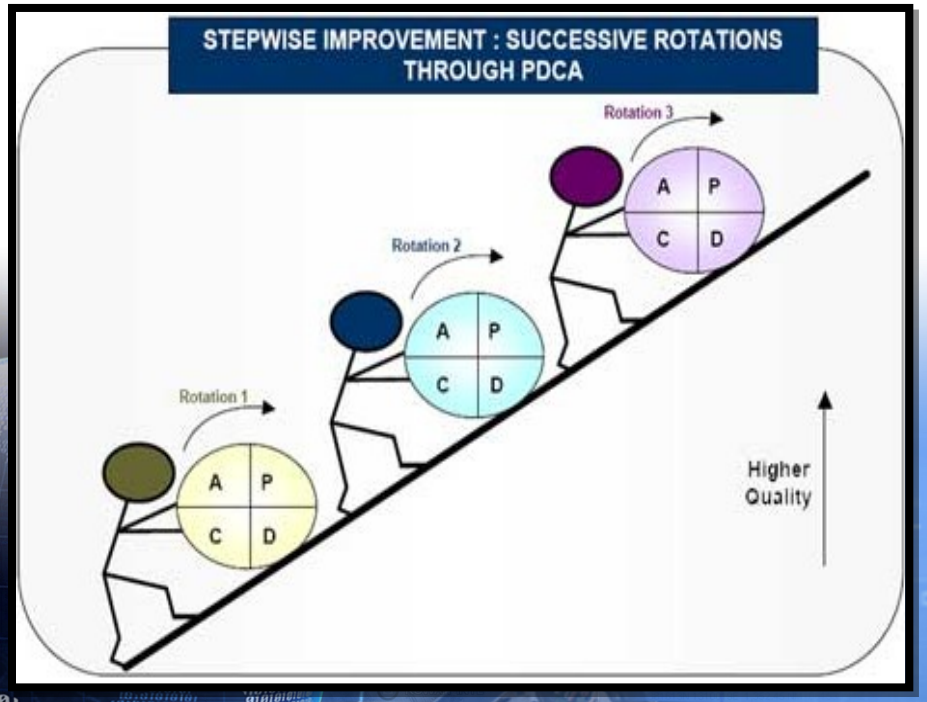
4 months

Review

1 month

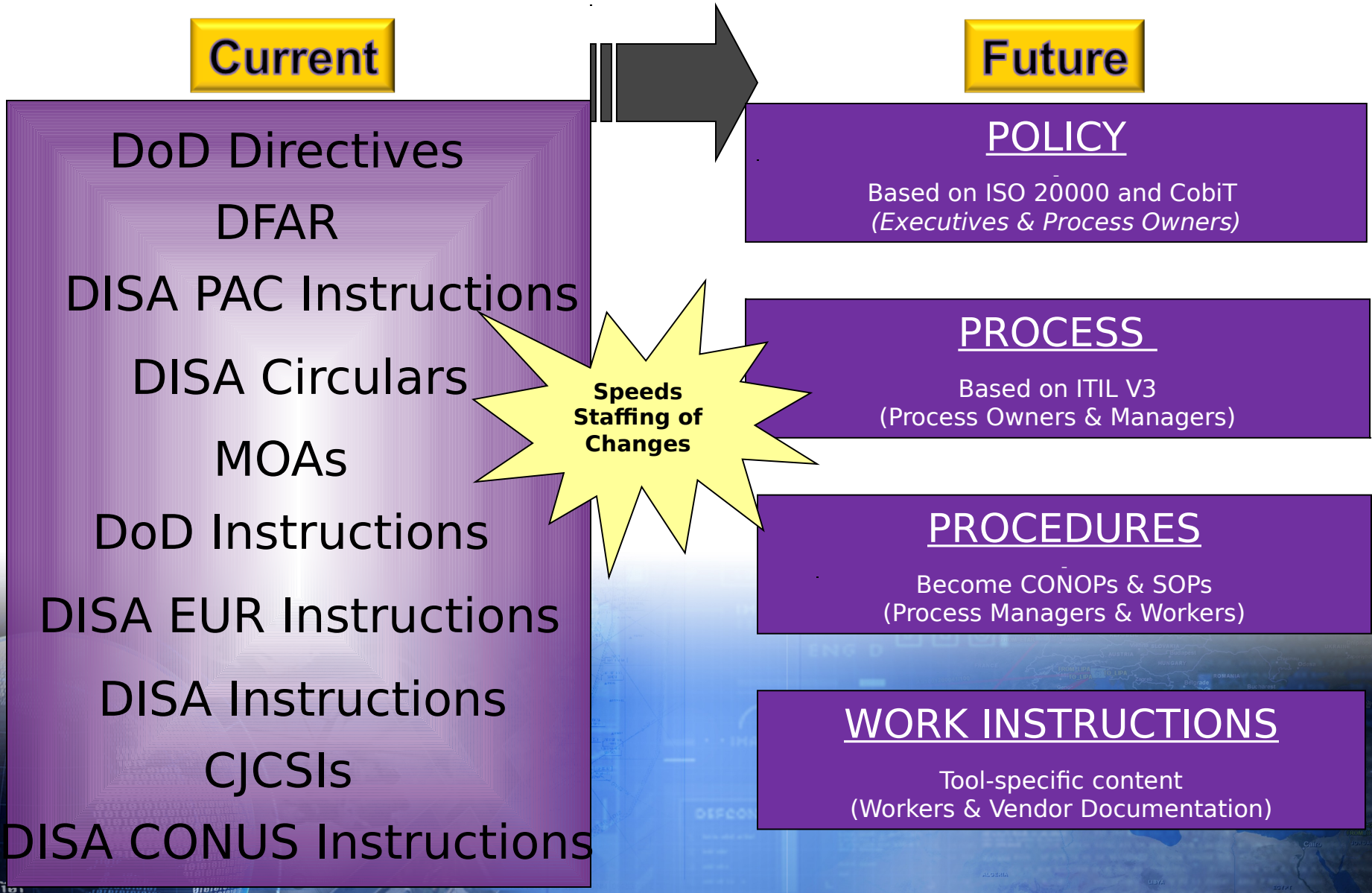
Deployment

6 – 12 months



Process Spiral Cycle Time: 1 – 1 ½ Years

Separation of Process and Policy



Accomplishments to Date

MAR 2008: Formed Service Management Process Working Group (SMPWG) to coordinate process improvements

JUN 2008: DISN Strategic Vision and targeted initiatives approved

DEC 2008: Formed the Executive ITSM Governance Board (EIGB)

MAY 2009: Began separation of policy, process, and procedural documentation to streamline approvals and updates

JUN 2009: First performance based, firm-fixed price contract

JULY 2009: Began ITIL V3 training globally

AUG 2009: Formalized structured Change Management

MAR 2010: Formed ITSMO under Office of CIO

APR 2010: Designated Six Enterprise Process Owners and began spiral development under governance of ITSMO

MAY 2010: Established Process Improvement Offices within each directorate

OCT 2010: Implemented intra-process efficiency metrics for Request Fulfillment

NOV 2010: Separated DISA Provisioning Circulars and Instructions by Policy, Processes, and Procedures

NOV 2010: Hired (3) 4-person rotating process design teams

NOV 2010: Added ITSM strategic objectives into DISA Campaign Plan

DEC 2010: Integrated service catalogs of 3 directorates (NS, CSD , FSO)

DEC 2010: Designated agency-wide systems integrator and data architect

DEC 2010: Created first draft of DoD ITSM Glossary of Terms and Definitions

Process Schedule

Spiral	FY11
1	Governance / Change Mgmt
1	Asset & Configuration Mgmt
1	Incident / Problem / Event /
1	Financial Management
1	Service Portfolio Mgmt / Demand Mgmt
1	Knowledge Mgmt
1	TP&S / Release & Deploy
1	Service Level / Service Catalog

Spiral	FY12
1	Information Security
1	Service Desk / Request Fulfillment
1	Supplier Mgmt
1	Project Management
1	Availability / Capacity / IT Continuity
1	Service Measurement & Reporting / CSI
1	Business Relationship Mgmt
2	Governance / Change Mgmt

Spiral	FY13
1	Test and Validation / Evaluation Mgmt
2	Asset & Configuration Mgmt
1	Financial Management
2	Knowledge Management
2	Service Level / Service Catalog
2	Service Desk / Request Fulfillment
2	Incident / Problem / Event /
2	Information Security

Spiral	FY14
2	Project Management
2	Service Measurement & Reporting / CSI
2	TP&S / Release & Deploy
2	Service Portfolio Mgmt / Demand Mgmt
2	Availability / Capacity / IT Continuity
2	Test and Validation / Evaluation Mgmt
2	Business Relationship Mgmt
2	Supplier Mgmt

The Journey Continues

2010:

Initial process workflow automation

Improved IT Asset Management audit compliance

Enterprise Knowledge Management strategy

2011:

Strengthened IT Governance

Centralized Service Desk

Consolidated Service Catalog

$5B performance-based contracts

2012:

Improved Fiscal transparency

Rapid Agile Provisioning

Business Intelligence Competency Center

Cloud Computing

Critical Success Factors

PRIORITY:

- **Strong leadership advocacy and oversight**
- **Dedicated ITSMO Director and PIO Chiefs**
- **Single Process Ownership, empowered with enterprise-wide authority**
- **Resource Commitments: People, Time and Monies**
- **Standardized and integrated process workflow systems**
- **Enterprise-wide acceptance and utilization of Governance**
- **Planned and unified communications**
- **Continuous Improvement instilled in culture**

"You are the people who stand on the very
front line between freedom and fear.
You stand against an evil that cannot be appeased,
cannot be ignored and it must certainly not be allowed to win."

- Former Secretary of Defense Donald H. Rumsfeld